

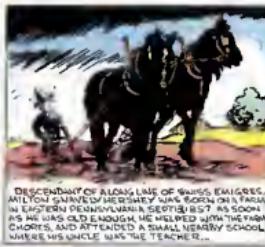
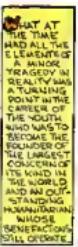
THE STORY
OF AN

Ambitious Man

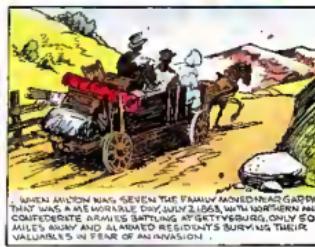
WHO MADE JOBS FOR THOUSANDS THROUGH FREE ENTERPRISE



WHEN HIS STRAW HAT FELL INTO HIS DESK DRAWER, ARTHUR RECLAIMA, A 16-YEAR-OLD MALTOM HERSCHEY, STOPPED THE PRESCHOOLERS AND NOT HIS FATHER, TO TELL THEM: "WE SHALL NEVER STOP WORKING WITH THE SAME IDEA, AND FINED HIM ON THE SPOT."



DEVELOPMENT OF A LONG LINE OF SWEETS, ENGLISH, AMERICAN, CHOCOLATE AND OTHERS, WAS BORN ON A FARM IN EASTERN PENNSYLVANIA SEVEN YEARS AGO. AS SOON AS HE WAS OLD ENOUGH, HE HELPED WITH THE FARM WORK, AND HIS UNCLE, A TEACHER, TAUGHT HIM HUMANITARIAN PHILOSOPHY. HE THEN ENTERED HENRY SCHOOL, WHERE HIS UNCLE WAS THE TEACHER...



WHEN ARIZONA WAS SEVEN THE U.S. ARMED FORCES GARRISONED THAT STATE. MORALE DROPPED, WITH NORTHERN AND CONFEDERATE ARABANS BATTING AT GETTYSBURG, ONLY SO MANY CANNON AND ARTILLERY REGIMENTS BURNING THEIR VALUABLES IN FEAR OF AN INVASION.



IT WAS IRRESPONSIBLE THAT HERSCHEY HAD HIS BRIEF NEWBORN EXPERIENCE. LATER, HE ADVENTURED HIMSELF FOR FOUR YEARS, VISITING THE AMERICAN WEST, CANADA, MEXICO, COSTA RICA, ETC., SPENDING \$50 A WEEK. THIS BUSINESS SACRIFICE TO HIM IS LEADING AND HE BECAME AN EXPERT CARDBALIST MAKER.



AT THE END OF HIS APPRENTICESHIP, HE BUILT A BOAT FOR HIMSELF, WITH WHICH LITTLE HE HAD BEEN ABLE TO SAVE FROM HIS PITYFUL WAGES, AND A LOAN FROM AN UNLUCKY FRIEND, TO OPEN A CANDY STORE IN PHILADELPHIA. THIS VENTURE FAILED BUT HERSCHEY WAS NOT DISCOURAGED...



BACK IN LANCASTER, PENNSYLVANIA, HE LAUNCHED A SMALL COMPANY CUTTING THE CARRIAGES WITH A BUTCHER KNIFE. WHILE FOUR GIRLS DANCED IN IT, GOES, EIGHTEEN YEARS LATER, UNLUCKY AGAIN, HE HAD TO CLOSE IT DOWN, SINCE HIS COMPETITORS HAD HOME-CRAFTED HORSES FOR BLOODGOOD — AND THE WEATHER BEATEN SIGN CAME DOWN...



IN SOCIETY, HERSCHEY WAS HIRED AS AN ASSISTANT TO A GERMAN MACHINIST, WHO CONSIDERED HIM A FOOL. HE HAD PURCHASED AT THE WORLD'S COLUMBIAN EXPOSITION IN CHICAGO EXPERIMENTAL WITH THIS, HE EVOLVED THE CHOCOLATE BAR FROM WHICH GROWTH HAS COME. HE GOT A JOB AS A CANDY MANUFACTURER, AND THE FIRST CHOCOLATE BAR, WHICH WAS BUILT IN A CORNFIELD A MILE FROM WHERE HERSCHEY WAS BORN...



AS THE NEW BUSINESS FLAUNCHED, HE SPENT A DECENT AMOUNT OF THE MILLION DOLLARS HE RECEIVED FOR THE CARRIAGE CO. TO DEVELOPING HIS DREAM OF A MODEL COMMUNITY FOR HIS EMPLOYEES. HIS ENDLESS AND ENDLESS INDUSTRIAL SKILL COULD NOT OVERCOME THE OBSTACLES OF THE LOCAL BANK, WHICH WAS THE LINE OF WHICH NOT TO BE FOUND ELSEWHERE — NOT AGAINST THE ENCHANTING BACKGROUNDS OF THE BLUE MOUNTAINS,



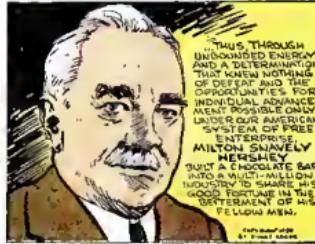
ON THAT MEMORABLE MARCH DAY IN 1863, IN PROTEST AT THE ABOVE BROKEN PROMISE, HE LOVLED A SABERED TO BODY TO CLEW UP THE DUST IN THE ROAD AND TOLD HIS MOTHER: "I BETTER WHEN I GET TO BE AN ADULT, LIVE ON THE UNION BANK, THAN TO GET CAPTURED AND LITTLE BY LITTLE BE THE AUTHOR OF INDULGENCE — IT WAS AN UNDERSTANDABLE YOUTH RANCOR..."



THAT "BOVISH FAVOUR" BECAME A REALITY EARLY IN THE HISTORY OF HERSHEY, WITH THE ESTABLISHMENT OF AN INDUSTRIAL SCHOOL FOR CHILDREN, WHO WERE TO BE PROVIDED WITH GOOD ORPHAN BOYS GRADUATED WITH A HIGH SCHOOL EDUCATION AND THE REQUISITES OF A TRADE OR A BUSINESS TRAINING FOR COMMERCIAL SERVICE, WHILE MANY WENT ON TO PROFESSIONAL CAREERS.



AMONG HIS PHILANTHROPIES, THE NEIGHBORHOOD THAT ALWAYS HAD A PRINCIPAL SIDE IN 1914 MR. HERSCHEY TOOK OVER FOURTEEN HECTACRES OF LAND IN THE MOUNTAINS, WHICH HE TURNED INTO A SCHOOL OF DIVERSITY, EQUIPPED WITH BUILDINGS AND EQUIPMENT COSTING \$100,000,000 — INCLUDING A COMPLETELY EQUIPPED VOCATIONAL SCHOOL. HERSCHEY JUNIOR COLLEGE HAS HIS FULL SUPPORT.



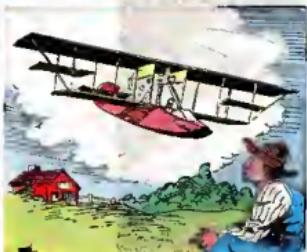
“...THUS THROUGH UNSTOPPABLE ENERGY AND DETERMINATION THAT WHEN NOTHING SEEMED TO DEFEND AND THE OUTLOOK WAS DARK FOR INDIVIDUAL ADVANCEMENT POSSIBLE ONLY IN THE AMERICAN SYSTEM OF FREE ENTERPRISE, MILITARY GENERAL HERSHEY BUILT A CHOCOLATE BAR WHICH HAS SPREAD ITS INDUSTRY TO SHARE HIS GOOD WILL AND THE BETTERMENT OF HIS FELLOWS MEN.”
CAPTION BY ERNST BRAKE

**SPONSORED BY WICHITA FIRMS BUILT BY FREE ENTERPRISE WHO BELIEVE THAT
OUR GREATEST INTERNAL THREAT TO THE AMERICAN WAY OF LIFE IS
THE RESTRICTION OF FREE ENTERPRISE.**

THE STORY
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WHO MADE JOBS FOR THOUSANDS THROUGH FREE ENTERPRISE



ALTHOUGH IT PASSED UNNOTICED JONI IS, INDEED, A FINE PILOT. HE WENT TO THE ANIMALS... AND SO IT STAYED. **WALTER H. BEECH,** DESTINED TO BECOME WORLD FAMOUS IN AVIATION, MADE HIS FIRST SOLO FLIGHT AT MINNEAPOLIS, MINN., IN A DITCHED-UP PRIMITIVE CUMBER PUSHER BI-PLANE.



BEACH, A BORN "BIRD," FIRST ATTEMPTED FLIGHT ON THE FARM NEAR TULSA, OKLAHOMA, WHERE HE WAS BORN JAN. 30, 1893.

HE RIGGED UP A CRUDE GLIDER FRAME, TOOK HIS BROTHER ALONG AS PASSENGER, AND ON JAN. 25, 1912, TOOK OFF FROM THE BARN ROOF, AND LANDED WITH THE GLIDER A TOTAL WRECK AGAINST A WIRE FENCE.



PRINCIPALING FARM MACHINERY AND A COURSE AT GILES, TEXAS, BEACH LEARNED HOW TO REPAIR AND SERVICE MACHINERY. HE THEN GOT A JOB AS MECHANICALLY TO INSTALL AND SERVE MUNICIPAL BUILDING AND WINTER WEATHER EQUIPMENT.



BECOMING SKILLED ENGINEER FOR AN AMERICAN TRUCK COMPANY HE TOURLED EUROPE FOR TWO YEARS AS MANUFACTURERS' REPRESENTATIVE.



THAT FASCINATING SOLO FLIGHT IN MINNEAPOLIS WHICH ENLISTED IN THE AIR SERVICE FOR THREE YEARS AS ENGINEER. HE FLEW THE GREATEST AIR MAIL LINE IN USE. IT WAS COUGH AND RISKY BUT RICH IN EXPERIENCE...



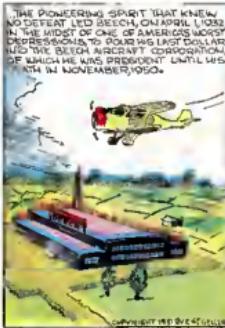
...THEN HE TURNED TO HIS Hobbies, WHICH WERE CAVING AND FIELD-HUNTING. HE ALSO BECAME INVOLVED IN THE SWALLOW AIRCRAFT COMPANY AS DESIGNER AND SALES MAN...



...THOSE WERE STRENUEOUS DAYS. IT PROVED WHAT SWALLOW LOW PLANE COULD DO BEACH LOW PLANE CO. WAS ONE OF THE LEADING AIR CLASSICS OF THE TIME. BEACH'S HIGHLIGHT WAS WINNING THE ALL-CANADA AIR CO. CHAMPIONSHIP. THAT WOULD HAVE SATISFIED MOST MEN—but NOT BEACH.



BEACH'S FIRST INDEPENDENT VENTURE WAS TEEWELL AIR MANUFACTURING CO. THE INITIAL PLANE WAS CONSTRUCTED IN A 30 FOOT SQUARE SHED. A PLANE THAT WAS CONSIDERED AS A MILESTONE IN INNOVATIONS. IT WAS AN IMMEDIATE SUCCESS. EVEN SOONER LATER HE GOT INVOLVED IN CURTISS AIRCRAFT BEACH BECOMING THE PRESIDENT OF CURTISS-SWALLOW AIRPLANE CO. AND VICE-PRESIDENT OF CURTISS-WRIGHT CORP.



THE PIONEERING SPIRIT THAT KNOWN NO DEFEAT LED BEACH, ON APRIL 1, 1923, IN A SOLO FLIGHT FROM NEW YORK CITY TO ST. LOUIS, A DISTANCE OF 1,200 MILES, IN A RECORD BREAKING 10 HOURS AND 45 MINUTES. HE ARRIVED IN ST. LOUIS ON APRIL 14, 1923.



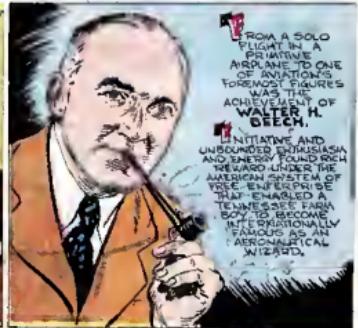
AERIAL BEACH FLYING PAID OFF, NOT ONLY IN HIMSELF, BUT IN A MUCH LARGER WAY TO THE U.S. WHEN WORLD WAR I BROKE THE BEACH AIRCRAFT COMPANY WAS ALREADY PREPARED TO PRODUCE PLANES IN A QUANTITY THAT WAS AN IMPORTANT CONTRIBUTOR TO THE WINNING OF THAT TERRIFIC CONFLICT.



...THEN THE COMPANY WENT BACK TO THE COMMERCIAL AVIATION IN THESE WAYS.

A DETERMINING FACTOR IN BEACH'S PROGRESS WAS OLIVE ANN MELLOR, WHO WAS HIS MUSE, HIS MISTRESS, HIS SECRETARY, AND WHO WAS HIS WIFE. SHE DIED ON JULY 24, 1930. BEACH TURNED HEAVILY ON HER JUDGMENT.

SOON AFTER HIS MOTHER'S DEATH SHE WAS MADE PRESIDENT OF THE COMPANY.



FROM A SOLO FLIGHT IN A PRIMITIVE AIRPLANE TO ONE OF THE FOREMOST FIGURES IN THE AIRCRAFT INDUSTRY OF WALTER H. BEACH.

INITIATIVE AND UNDOURMED ENTHUSIASM ARE THE STUFF OF WHICH THE LEADERSHIP OF THIS COUNTRY IS MADE OF THAT ENABLED A TENNESSEE FARM BOY TO MAKE A PLACE IN LIFE FINANCIALLY AS WELL AS IN MERCANTILE AND MUNICIPAL WIZARD.

SPONSORED BY WICHITA FIRMS BUILT BY FREE ENTERPRISE WHO BELIEVE THAT
OUR GREATEST INTERNAL THREAT TO THE AMERICAN WAY OF LIFE IS
THE RESTRICTION OF FREE ENTERPRISE.

CLARENCE W. AVERY

1882-1949, From Teaching to Industry and Leadership



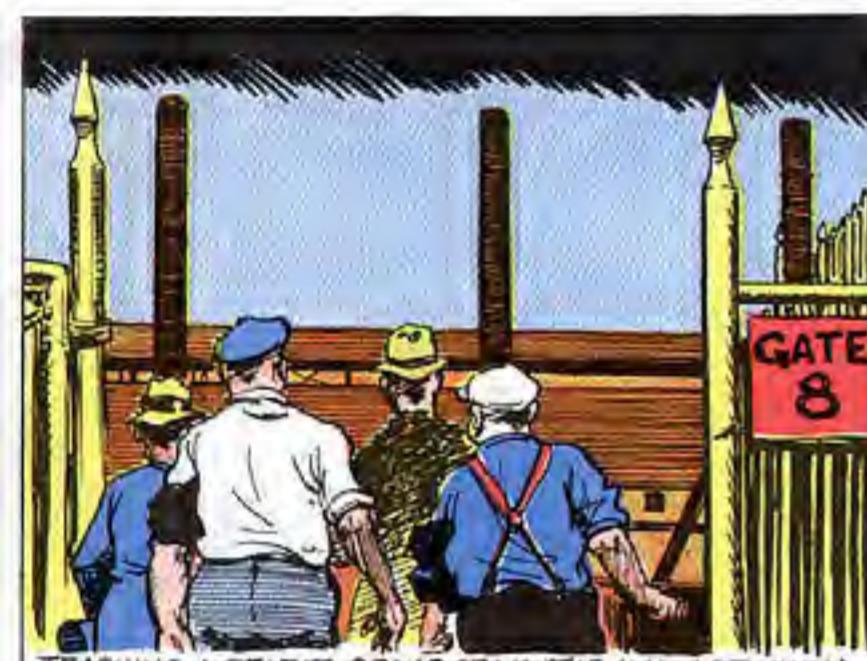
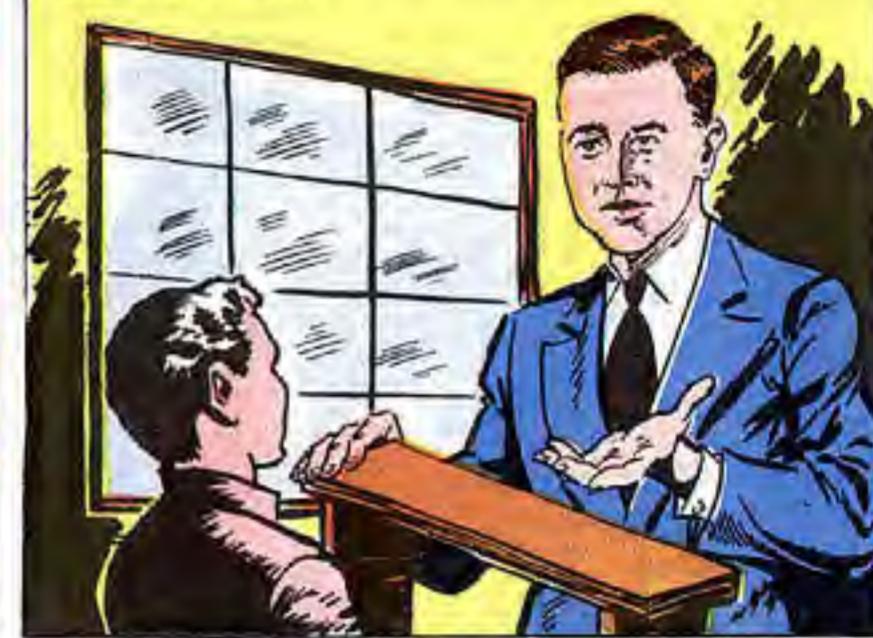
LIKE SO MANY OTHER YOUTHS WHO UNDER OUR DEMOCRATIC SYSTEM OF GOVERNMENT BY THEIR OWN EFFORTS CARVED A CAREER THAT BROUGHT THEM TO THE TOP, CLARENCE W. AVERY WAS BORN ON A FARM, NEAR DANVILLE, MICH., FEBRUARY 15, 1882.

THE THOROUGHNESS THAT CLARENCE INHERITED MADE HIS FATHER'S HOMESTEAD OUTSTANDING IN THE COMMUNITY...



YOUNG AVERY'S FIRST EMPLOYMENT WHEN HE DECIDED TO LEAVE TILLING THE SOIL TO OTHERS WAS AS TEACHER OF A COUNTRY SCHOOL NEAR DANVILLE... SOME OF THE OLDER PUPILS WERE INCLINED TO RESENT SUCH A YOUTHFUL INSTRUCTOR, BUT HE SOON WON THEIR RESPECT AND COOPERATION...

EARLY IN HIS TEACHING CAREER AVERY DISPLAYED AN APTITUDE FOR MECHANICS... AFTER LEAVING THE U.O.F.M., HE BECAME MANUAL TRAINING DIRECTOR IN THE BATTLE CREEK SCHOOL SYSTEM... AT 26 HE WAS AN INSTRUCTOR AT DETROIT UNIVERSITY SCHOOL... IN EACH SCHOOL HIS ABILITY AND LEADERSHIP WON THE ESTEEM OF FACULTY AND STUDENTS...



TEACHING A SELECT GROUP OF YOUTHS, MANY OF WHOM WERE LATER TO BECOME BUSINESS AND INDUSTRIAL LEADERS, HAD ITS COMPENSATIONS... BUT THE CREATIVE MECHANICAL URGE THAT HAD LED HIM TO BUILD A SMALL GASOLINE ENGINE ON HIS FATHER'S FARM MEANT MORE TO HIM... WITH A WIFE AND ONE CHILD HE GAVE UP HIS TEACHING JOB AT \$2,000 A YEAR TO ENTER THE EMPLOY OF THE FORD MOTOR CO., AS A STUDENT MECHANIC AT 25 CENTS AN HOUR, WHEN HE WAS 30...



...AVERY'S FONDNESS FOR MECHANICS QUICKLY ASSERTED ITSELF... ONE OF HIS FIRST ACTS WAS TO TAKE A MODEL T FORD APART DOWN TO THE LAST NUT AND BOLT TO FAMILIARIZE HIMSELF WITH EVERY DETAIL... THIS THOROUGHNESS THAT MARKED HIS EVERY ACTION LED TO HIS ADVANCEMENT TO THE RESPONSIBLE POST OF ASSISTANT STOCKMAN...

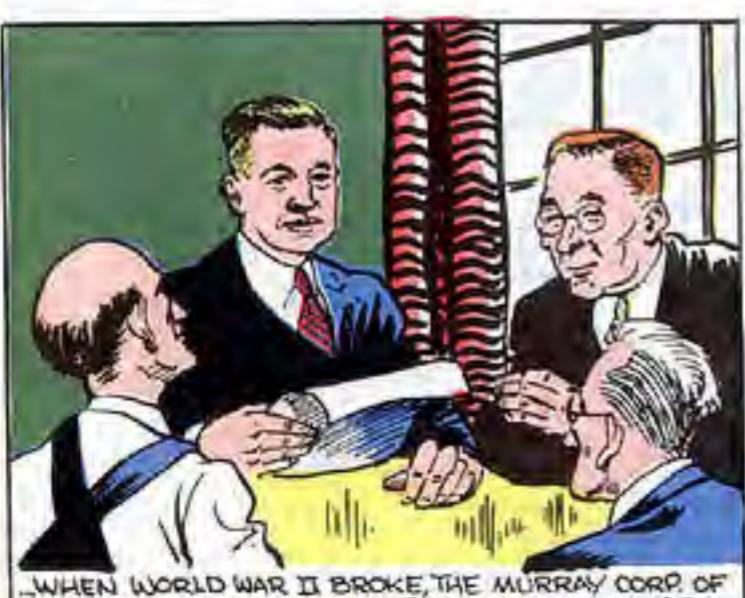
AVERY'S FACULTY FOR GETTING THINGS DONE QUICKLY AND EFFICIENTLY AND HIS FRIENDLY RELATIONS WITH LABOR BROUGHT RAPID PROMOTION TO PLANT SUPERINTENDENT AND FINALLY TO DEVELOPMENT ENGINEER... EVERY UPWARD STEP BROUGHT NEW METHODS THAT HELPED REVOLUTIONIZE THE PRODUCTION OF BETTER MOTOR CARS...

...ONE OF AVERY'S OUTSTANDING CONTRIBUTIONS TO INDUSTRY WAS THE DEVELOPMENT FOR THE FORD MOTOR COMPANY OF A MOVING CONVEYOR LINE WHEREBY ASSEMBLING A MOTOR CAR BECAME LARGELY A CONTINUOUS PROCESS...

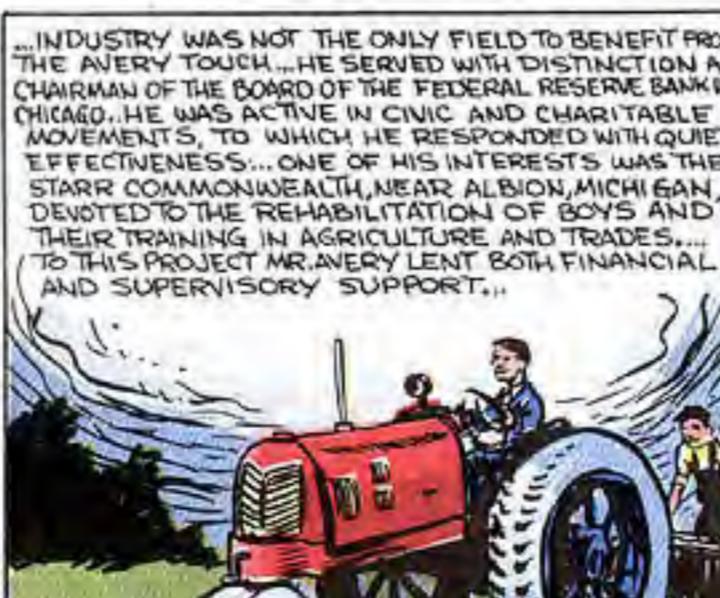
...HE BUILT FOR THE SAME COMPANY A PLANT FOR CONTINUOUS GLASS MAKING...

...HIS GENIUS ALSO RESULTED IN GREAT IMPROVEMENTS IN TIRE AND BATTERY PRODUCTION...

IN 1927 AVERY LEFT THE FORD MOTOR CO. TO JOIN MURRAY CORP. OF AMERICA AS ASSISTANT TO THE PRESIDENT... A YEAR LATER HE BECAME PRESIDENT AND CHAIRMAN OF THE BOARD... THE MURRAY CORP. THEN CONSISTED OF SEVERAL SCATTERED UNITS, MOST OF THEM DEBT-RIDDEN... HE CONSOLIDATED THEM INTO A SINGLE ORGANIZATION, REFINANCED TO BECOME A NATIONAL LEADER IN ITS FIELD...

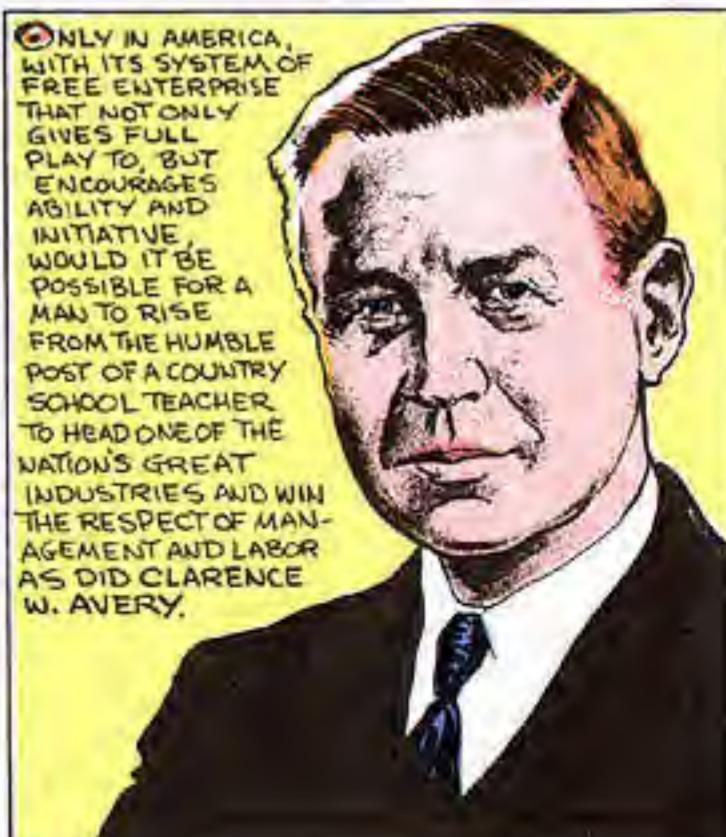


...WHEN WORLD WAR II BROKE, THE MURRAY CORP. OF AMERICA WAS CALLED UPON TO HELP IN PLANE PRODUCTION. BECAUSE HE WAS RECOGNIZED AS A KINDLY BUT EFFICIENT LEADER, AVERY WAS ABLE TO SURROUND HIMSELF WITH A GROUP OF EXPERTS HE PERSONNALLY TRAINED WHILE THE PLANTS WERE BEING CONVERTED. HIS FINE, OUTSTANDING PERSONALITY BROUGHT COMPLETE CONFIDENCE FROM HIS EMPLOYES, HIS STOCKHOLDERS AND THE PUBLIC. HIS SUCCESS IS EVIDENCED BY THE SPLENDID ORGANIZATION HE LEFT BEHIND WHEN HE PASSED ON MAY 13, 1949...



...INDUSTRY WAS NOT THE ONLY FIELD TO BENEFIT FROM THE AVERY TOUCH... HE SERVED WITH DISTINCTION AS CHAIRMAN OF THE BOARD OF THE FEDERAL RESERVE BANK IN CHICAGO. HE WAS ACTIVE IN CIVIC AND CHARITABLE MOVEMENTS, TO WHICH HE RESPONDED WITH QUIET EFFECTIVENESS... ONE OF HIS INTERESTS WAS THE STARR COMMONWEALTH, NEAR ALBION, MICHIGAN, DEVOTED TO THE REHABILITATION OF BOYS AND THEIR TRAINING IN AGRICULTURE AND TRADES... TO THIS PROJECT MR. AVERY LENT BOTH FINANCIAL AND SUPERVISORY SUPPORT...

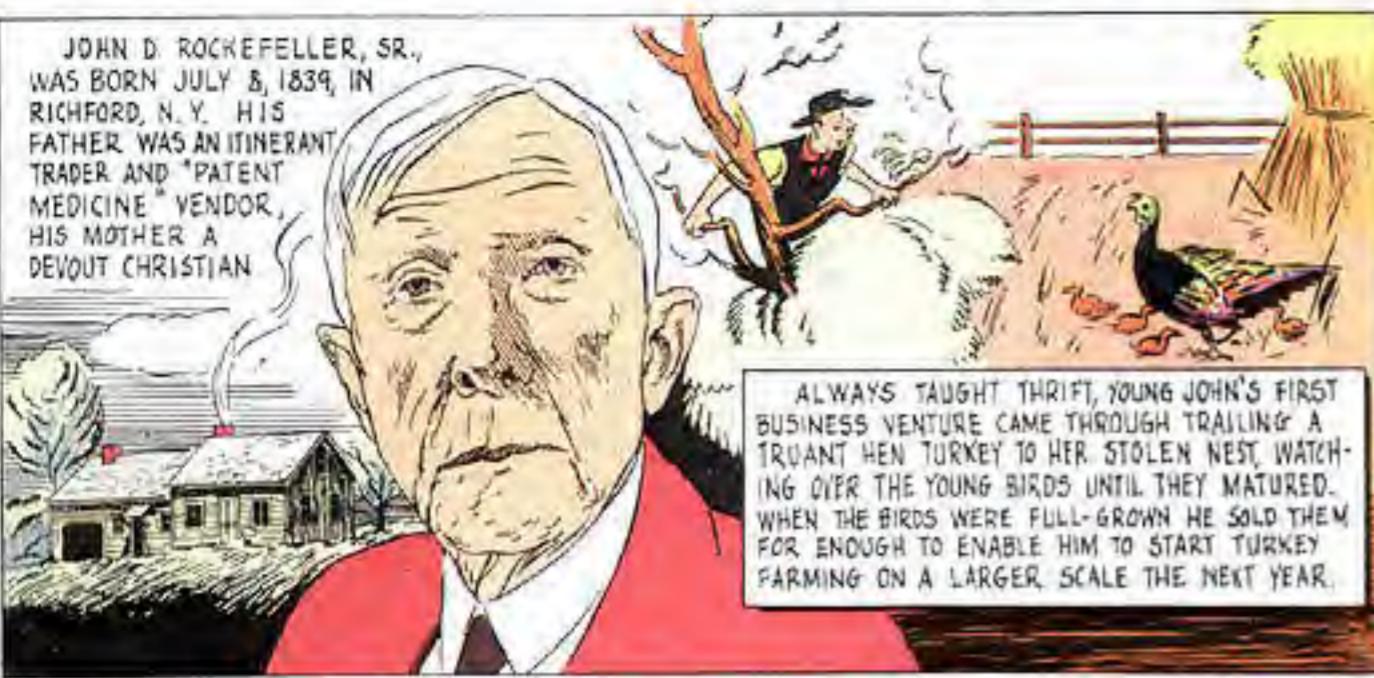
ONLY IN AMERICA, WITH ITS SYSTEM OF FREE ENTERPRISE THAT NOT ONLY GIVES FULL PLAY TO, BUT ENCOURAGES ABILITY AND INITIATIVE, WOULD IT BE POSSIBLE FOR A MAN TO RISE FROM THE HUMBLE POST OF A COUNTRY SCHOOL TEACHER, TO HEAD ONE OF THE NATION'S GREAT INDUSTRIES AND WIN THE RESPECT OF MANAGEMENT AND LABOR AS DID CLARENCE W. AVERY.



JOHN D. ROCKEFELLER, SR.

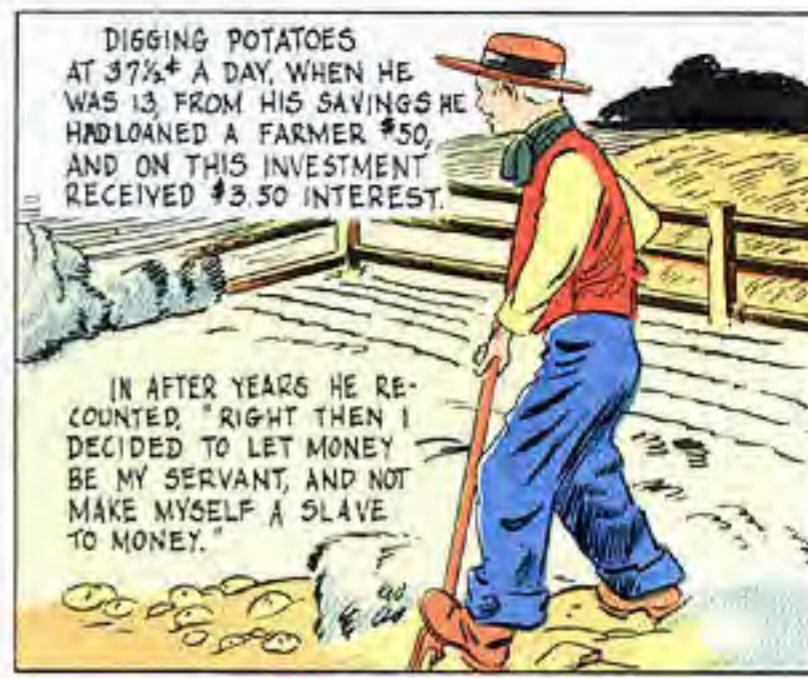
1839-1937, Gave Millions for Mankind's Welfare

JOHN D. ROCKEFELLER, SR., WAS BORN JULY 8, 1839, IN RICHFORD, N.Y. HIS FATHER WAS AN ITINERANT TRADER AND "PATENT MEDICINE" VENDOR, HIS MOTHER A DEVOUT CHRISTIAN.



ALWAYS TAUGHT THRIFT, YOUNG JOHN'S FIRST BUSINESS VENTURE CAME THROUGH TRAILING A TRUANT HEN TURKEY TO HER STOLEN NEST, WATCHING OVER THE YOUNG BIRDS UNTIL THEY MATURED. WHEN THE BIRDS WERE FULL-GROWN HE SOLD THEM FOR ENOUGH TO ENABLE HIM TO START TURKEY FARMING ON A LARGER SCALE THE NEXT YEAR.

REGULAR ATTENDANCE AT SUNDAY SCHOOL WAS A PART OF THE UPBRINGING OF THE BOY WHOSE EARLY RELIGIOUS TRAINING CARRIED ON THROUGH HIS LONG LIFE.



YOUNG JOHN'S EDUCATION WAS GAINED IN VARIOUS PLACES, AS THE FAMILY MOVED ABOUT. ONE STINT CONSISTED OF WALKING DAILY WITH HIS BROTHER, WILLIAM, TO AND FROM AN ACADEMY THREE MILES FROM THEIR HOME.

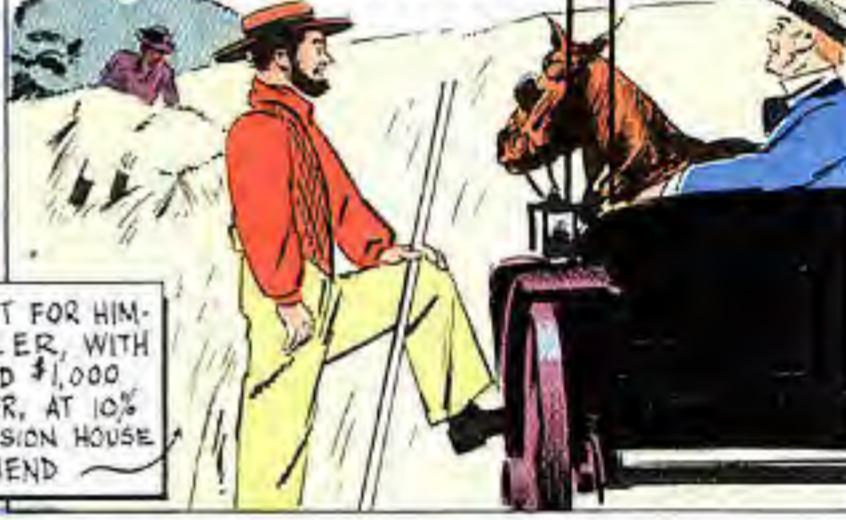


LADY LUCK DID NOT SMILE ON THIS YOUNG MAN WHEN, AFTER GRADUATING FROM HIGH SCHOOL, HE TRAMPED CLEVELAND'S STREETS FOR A MONTH SEEKING A JOB. ~ HE FINALLY ACCEPTED A POSITION AS BOOKKEEPER WITH A PRODUCE COMMISSION HOUSE FOR \$300 A YEAR, AND EARNESTLY DUG IN.



DECIDING TO BRANCH OUT FOR HIMSELF, AT 18 ROCKEFELLER, WITH \$900 HE HAD SAVED AND \$1,000 BORROWED FROM HIS FATHER, AT 10% INTEREST, FORMED A COMMISSION HOUSE PARTNERSHIP WITH A FRIEND.

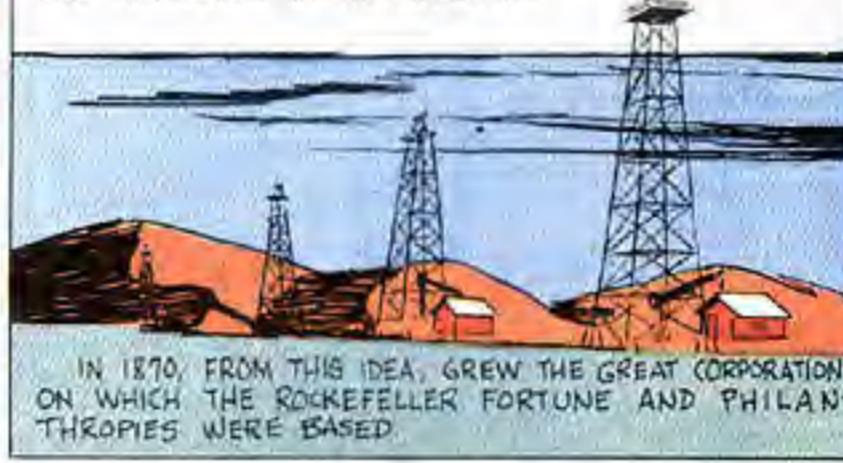
ALONG WITH THE OFFICE DETAIL, HE WENT INTO THE COUNTRY, AND SOLICITED CONSIGNMENTS OF PRODUCE FROM FARMERS AND VILLAGE DEALERS. THE NEW FIRM PROSPERED MIGHTILY.



IN 1853, WHEN HE WAS ONLY 24, ROCKEFELLER, ALWAYS ON THE ALERT, HELPED ORGANIZE A COMPANY IN CLEVELAND TO EXTRACT THE NEWLY-DEVELOPED KEROSENE FROM PETROLEUM. WITH CHARACTERISTIC ENERGY, HE ROLLED BARRELS AND PERFORMED OTHER MANUAL LABOR WHILE ATTENDING TO THE DETAILS. PROFITS WERE BIG, EXPANSION RAPID.



ALTHOUGH HIS OWN COMPANY PROSPERED, THE DEPRESSION OF 1857, OVER-PRODUCTION, CUT-THROAT COMPETITION, WASTE AND INEFFICIENCY CAUSED SUCH UNSETTLED CONDITIONS THAT ROCKEFELLER DEVELOPED AN IDEA TO FORM A GREAT, SOUNDLY-FINANCED COMPANY TO TAKE THE LEADERSHIP IN THE INDUSTRY.



IN 1870, FROM THIS IDEA, GREW THE GREAT CORPORATION ON WHICH THE ROCKEFELLER FORTUNE AND PHILANTHROPIES WERE BASED.



FOLLOWING A PLAN OF GIVING BEGUN IN HIS YOUTH, ROCKEFELLER SOUGHT WIDER AVENUES OF USEFULNESS. ONE OF HIS FIRST MAJOR CONTRIBUTIONS WAS \$600,000 IN 1889 TO ASSIST IN ESTABLISHING THE UNIVERSITY OF CHICAGO.

THE CROWNING ACHIEVEMENT OF THE ROCKEFELLER BENEVOLENCES IS THE ROCKEFELLER INSTITUTE FOR MEDICAL RESEARCH IN NEW YORK CITY. WORLD FAMOUS, IT IS DEVOTED TO EXPERIMENTATION LOOKING TOWARD DISCOVERY OF THE CAUSES AND CURE OF DISEASE.

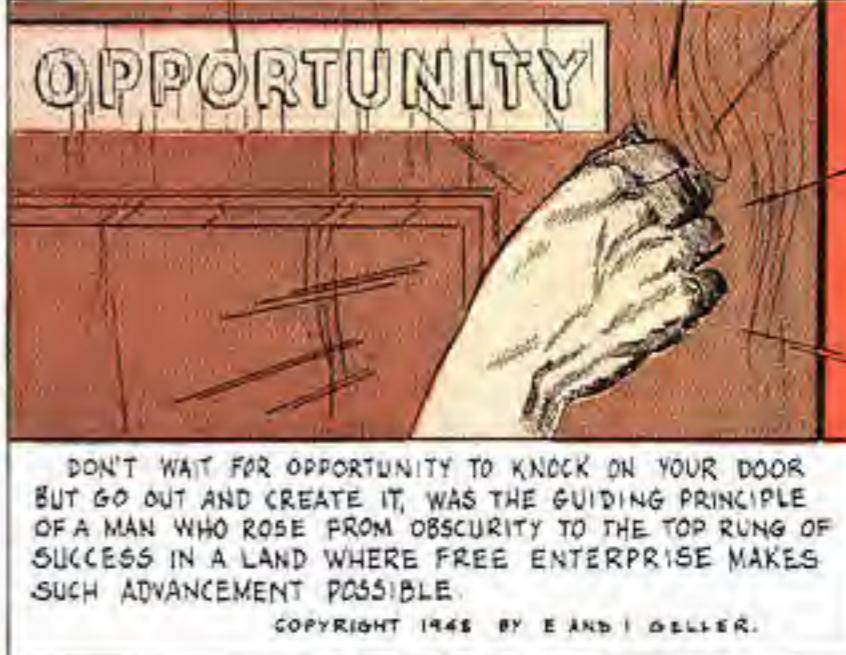


THROUGH HIS CLOSING YEARS JOHN D. ROCKEFELLER WATCHED WITH UNABATED INTEREST THE EXTENSION ALL OVER THE GLOBE OF THE ACTIVITIES OF THE ROCKEFELLER FOUNDATION FUND FOR THE ADVANCEMENT OF THE WELL-BEING OF MANKIND THROUGHOUT THE WORLD.

(HIS TOTAL GIFTS FINALLY EXCEEDED \$530,000,000)



MARSHALL RASHNICK



DON'T WAIT FOR OPPORTUNITY TO KNOCK ON YOUR DOOR BUT GO OUT AND CREATE IT, WAS THE GUIDING PRINCIPLE OF A MAN WHO ROSE FROM OBSCURITY TO THE TOP RUNG OF SUCCESS IN A LAND WHERE FREE ENTERPRISE MAKES SUCH ADVANCEMENT POSSIBLE.

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